

# *Employee Safety Teams*





# Employee Safety Teams

This booklet has been designed to provide guidance, direction, and tools to assist you as a member of an employee safety team (EST). Your participation on an EST is a great way to actively care for your own safety and the safety of others.

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# ***Why Employee Safety Teams?***

## **Overview**

Employee safety teams (ESTs) are an effective way to promote safe workplaces. While ESTs and subteams have a variety of structures and roles, they have one thing in common—employees and management come together to find ways to prevent accidents, injuries, and illnesses on the job. The benefits for all concerned are obvious: employees have a safe workplace, employers save money on lost work time and workers' comp costs, and everyone returns home each day safe and healthy.

A good EST should have the support and wholehearted participation of management and employees. An EST can develop and implement safety programs and provide recommendations to management, which has the resources and authority to implement the changes on the job.

ESTs are effective because they combine the knowledge, enthusiasm, and effort of people with a variety of knowledge, expertise, and perspectives. Those with experience in a job or work area know what the hazards or potential hazards are, and they often have ideas about how to control them. Those who are less familiar with a job or area play a vital role, too—taking a fresh look at what people on the scene may take for granted.

We're going to look at the structure and operations of ESTs, what they need to be effective, and how you can help—whether you're an EST member or not.

## **Protection Against Hazards**

An EST alone cannot keep a workplace safe. It must function as part of a total safety program designed to protect all employees from accidents and work-related injuries and illnesses. EST members, who represent workers and management, work as a team. Every member must take an active role and show strong support for safety practices and goals.

ESTs have safety goals, such as reducing the number of accidents or ensuring compliance with requirements. They meet on a regular schedule and follow an agenda.

While ESTs may handle a wide variety of functions and projects, some of their more common general roles include:

- Sharing and promoting a commitment to safety
- Exchanging information and expertise
- Helping to set and meet safety goals
- Brainstorming health and safety issues
- Identifying and implementing ways to make the workplace safer

- Keeping up to date on new hazards, protective measures, safety laws, and safety issues
- Communicating employee safety concerns to management
- Communicating employer safety policies and goals to employees
- Setting a good safety example for others.

The team translates those general roles into more specific functions. The team may, for example, review accident statistics and try to identify accident trends, causes, and preventive measures.

Among other tasks often performed by employee safety teams are:

- Analyzing accidents/near-misses and trending
- Inspecting the workplace, or some parts of it, to identify hazards and safety concerns
- Developing recommendations or plans for controlling or eliminating hazards
- Responding to or reviewing employee safety complaints
- Identifying training needs and participating in safety training programs
- Creating or updating safety goals and objectives
- Encouraging all employees to follow safety rules.

These are just examples of a safety team's possible tasks. But the most important role for most safety team is probably to serve as the *organization's safety champions*. **Each team member should believe safety is important, translate that belief into concrete actions, and be a safety role model and conscience for others in the organization.**

## What To Consider

Becoming a safety team member is both a big responsibility and a way to make a real difference in your workplace and in people's lives.

Safety team membership takes some effort. If you are considering taking part, you might want to ask yourself some questions:

- Do I have a real interest in safety issues?
- Do I believe that safe work habits are important?
- Do I routinely follow safety procedures and rules?
- Do I have time to attend team meetings and follow through on assignments?
- Am I willing to report unsafe conditions and speak to other employees about their unsafe acts?
- Am I responsible and dependable enough to complete my subteam assignments properly and on time?

- Am I willing to listen to other employees' safety concerns, questions, and ideas?
- Can I work effectively on a team?
- Am I willing to take an active role in safety training?

As these questions demonstrate, joining a safety team is a serious decision. It's also a worthwhile one. Not only do you help keep the workplace safe, you're likely to build your knowledge and understanding of our operations and expand your contacts within the organization.

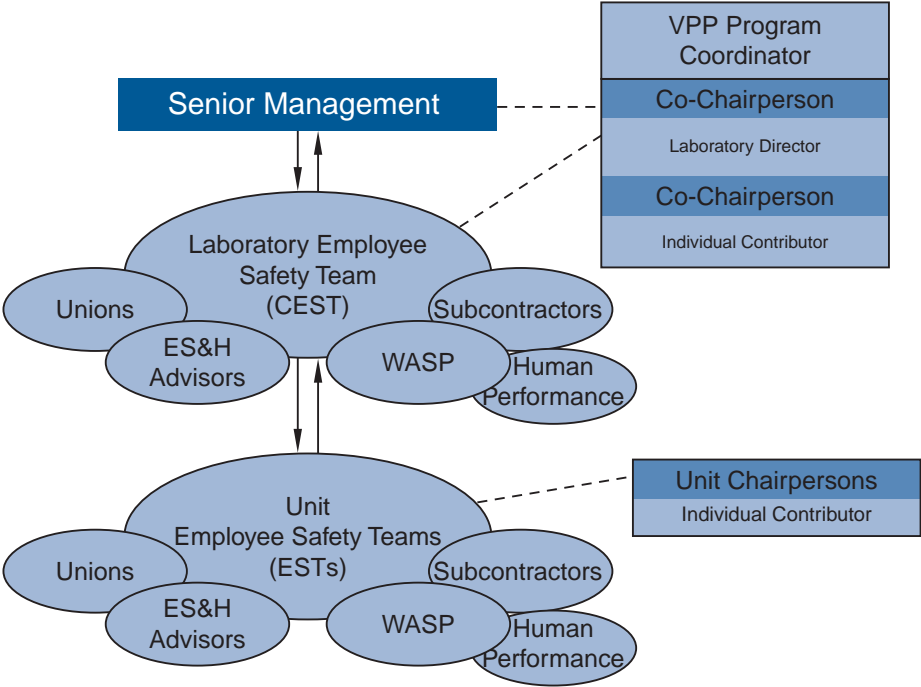
Safety team assignments take time and effort. On occasion, this may take members away from their regular jobs. Try your best to achieve a balance between these two important responsibilities. Keep your supervisor fully informed of your activities and efforts.

Safety teams can have a major impact on the workplace. They provide a format for focusing every segment of the organization on safety. They help us identify and control hazards in the most timely and effective way. In addition, they give us the benefit of a wide range of experiences, knowledge, and perspectives, so we can give safety the attention and resources needed to prevent accidents and protect us all from injury and illness on the job.

## **An Effective Employee Safety Team Member**

- ï Has a genuine interest in safety issues
- ï Is familiar with general safety requirements and procedures
- ï Consistently demonstrates safe work habits
- ï Has safety-related knowledge and experience that could be helpful to the organization
- ï Is willing to report unsafe conditions
- ï Is willing to point out unsafe work habits to co-workers
- ï Will willingly listen to other employees' safety concerns
- ï Can devote time to safety committee activities without neglecting job responsibilities
- ï Is a good team player
- ï Will complete sub-team assignments properly and on time
- ï Is willing to play an active role in safety training

***Diagram of the Employee Safety Team Structure***



## ***Team Member Roles & Responsibilities***

### **LEST Co-Chairperson**

**Qualifications:** An individual who is respected by their peers and has a passion for safety. This individual must have the approval of their immediate management to perform the duties listed below.

**Time Commitment:** On an average it requires 16-20 hours/month. There may be peak periods when more time is expected due to major VPP events/functions. Tenure would be at least 1 year.

#### ***Position Responsibilities:***

- Interface regularly with the VPP Program coordinator.
- Working with the VPP Program coordinator, prepare LEST agenda's and conduct monthly LEST meetings. Follow up on action items.
- Be the employee interface between the employees, Sr. Management and the VPP Program coordinator.
- Participate in periodic "working meetings" with the EST chairs sponsored by the Program coordinator.
- Participate in the Annual VPP Program evaluation (November). Assist in the development of laboratory specific action plans.
- Promote and coordinate laboratory level safety awareness events, e.g., Safety Recognition Week, Rejuvenation Day, etc.
- Be the "employee focal point" in responding to employee concerns at the Laboratory level arising via the LEST.
- Ensure that the Laboratory level Safety Goals and objectives are developed and communicate each year (December).
- As appropriate, attend either the Region X or the National VPPPA Conference each year.
- Ensure that the LEST charter is reviewed and updated as appropriate each year.
- Participate in maintaining the Laboratory VPP homepage.
- Assist with the development of the annual DOE VPP Report (Dec-January).

### **Unit Chairperson**

**Qualifications:** An individual who is respected by their peers and has a passion for safety. This individual must have the approval of their immediate management to perform the duties listed below.

**Time Commitment:** On an average it requires 20-40 hours/month (larger Units). There may be peak periods when more time is expected due to major VPP functions. Tenure is addressed in each respective Unit Employee Safety Team (EST) charter.

### ***Position Responsibilities:***

- Complete the EST Chairperson checklist within 1 month of assuming their responsibilities.
- Update personal employee position description to include EST duties.
- Prepare team agenda's and conduct monthly Unit EST meetings. Follow up on action items.
- Be the employee interface between your Unit and the VPP Program coordinator.
- Attend (or ensure a representative attends) the monthly Laboratory Employee Safety Team (LEST) meetings. Participate on adhoc LEST committees.
- Interface at least monthly with your Unit VPP Management Champion.
- Participate in periodic "working meetings" sponsored by the Program coordinator.
- In correlation with the management champion, ensure that the team is fully manned.
- Ensure that the Unit VPP documentation file is updated and maintained.
- Manage Unit level recognition budget/funds.
- Ensure that at a minimum, the four (4) basic sub-teams as described in LRD-14004 are functioning and producing deliverables.
- Participate in the Annual VPP Program evaluation (November). Coordinate the development of Unit specific action plans.
- Promote and coordinate safety awareness events, e.g., Safety Recognition Week, etc.
- Be the "employee focal point" in responding to employee concerns arising within the Unit.
- Ensure that Unit level Safety Goals and objectives are developed and communicate each year (December).
- As appropriate, attend either the Region X or the National VPPPA Conference each year.
- Ensure that the Unit charter is reviewed and updated as appropriate each year.
- Ensure that the Unit homepage is updated in a timely manner.
- Contribute from the Unit level to the development of the annual DOE VPP Report (Dec-January).

## Unit Vice Chairperson

Time Commitment: On an average it requires 8-16 hours/month. Tenure is addressed in unit charters.

### ***Position Responsibilities:***

- Attend the monthly unit employee safety team meeting.
- Upon request, assist the chairperson in developing monthly meeting agendas
- Represent the unit at the monthly Laboratory Employee Safety Team meeting in the absence of the chairperson.
- Conduct the monthly employee safety team meeting in the absence of the chairperson.
- As listed in the chairpersons job description, assist the chairperson in his/her roles and responsibilities.

## Team Member

Time Commitment: On an average it requires 4 hours/month. Tenure is addressed in unit charters.

### ***Position Responsibilities:***

- Attend the monthly unit employee safety team meeting
- As assigned, participate on a sub-team.
- Represent your working group/facility/building and communicate safety activities/information to and from the group.
- Be an advocate for safety—promote and participate in unit awareness activities
- Timely participate in the applicable online training courses:
  - TRN795, EST Inspections
  - TRN794, EST Injury Analysis
  - TRN793, EST Goals and Objectives
  - TRN792, EST Trending Analysis
  - TRN779, Cause Analysis & Corrective Action Development.
- Recruit non-EST members to participate in Unit awareness activities.
- Be creative and have fun.

## **Sub-team Leads**

Time Commitment: On an average it requires 8 hours/month. Tenure is addressed in unit charters.

### ***Position Responsibilities:***

- Attend the monthly unit employee safety team meeting
- Recruit sub-team members as needed.
- Conduct periodic sub-team meetings and document meeting actions.
- As per the Unit EST agenda, report the results of your efforts at the Unit Employee Safety team meetings.
- Conduct tasks as described in LRD-14004.

## **Inspections**

Inspections involving employees are performed monthly in facilities that have regular occupancy, with the entire work area included quarterly. Unit employee safety team members and/or other employees participate in the development of schedules and actual walkthroughs. Evaluate and share the results.

## **Injury Analysis**

Employee safety teams contribute to injury analysis, either as part of the actual investigation team or in some other effective, useful manner.

## **Trending**

Employee safety teams participate in the trending of injury/illness data, inspection “big hitters”, safety concerns, behavioral observations, injury analysis causes and close calls. This data is used to identify areas needing improvement and as an aid in establishing safety goals and objectives. Post the trending charts summarized as applicable from the Laboratory level Injury/Illness Summary Report.

## **Goals and Objectives**

Laboratory and unit level goals and objectives are established during the last quarter of each year for the next calendar year. Safety and health goals and objectives are based on trending data, the annual S&H Program evaluation, and other program continuous improvement efforts. Communicate the annual goals and objectives and status progress periodically.

## ***Newly Assigned EST Chairperson Checklist***

Employee Name: \_\_\_\_\_ S No: \_\_\_\_\_ Unit: \_\_\_\_\_

The purpose of the checklist is to assist newly assigned EST chairpersons in becoming more aware more quickly of their roles and responsibilities as the chairperson and unit focal point for the INL Voluntary Protection Program.

EST Chairs: It is recommended that completion of this checklist be within the first four weeks of your assuming duties as the EST chair. Completion of the checklist is documented with your signature and completion date at the bottom of the form. Maintain a copy of the checklist in your unit VPP file and submit a copy to the VPP Program Coordinator.

- \_\_\_ Conducted a “turn-over” meeting with the previous chairperson
- \_\_\_ Read DOE Voluntary Protection Program, Part I: Program Elements
- \_\_\_ Read DOE Voluntary Protection Program, Part IV: Onsite Review Criteria
- \_\_\_ Read your unit-specific EST charter
- \_\_\_ Read the mission statements of the EST subteams
- \_\_\_ Read the Laboratory Employee Safety Team Charter
- \_\_\_ Review your unit-specific homepage
- \_\_\_ Review the laboratory-level VPP homepage
- \_\_\_ Review the most current laboratory level VPP Path Forward Time-Line
- \_\_\_ Chair first unit EST
- \_\_\_ Attend the first LEST meeting (3<sup>rd</sup> Wednesday, 7:30, EROB-159)
- \_\_\_ Participate in an information exchange meeting with the Program Coordinator
- \_\_\_ Review the following roles as an EST Chairperson
  - Serve as the point of interface between the unit and the VPP Program Coordinator
  - Keep your unit management champion apprised of VPP activities/projects and efforts
  - Prepare agendas and conduct EST meetings per the charter
  - Provide followup on EST meeting action items

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*Newly Assigned Employee Safety Team (EST) Chairperson Checklist continued*

- Ensure that the EST has functioning subteams
- Ensure that the unit VPP documentation file is kept up to date
- Manage unit-level recognition budget/funds
- Attend and contribute to the LEST meeting as a member
- Provide two-way communication between the employees you represent and the LEST
- Participate on LEST sub- or ad hoc committees, as assigned
- Ensure EST members participate in the appropriate EST CBT training
- Coordinate VPP events/activities/efforts at the unit level
- At the unit level, facilitate the VPP annual evaluations and the three-year Star reevaluations
- Coordinate development of unit-specific action plans resulting from the annual assessments
- Contribute from the unit level to the development of the annual DOE VPP Report

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Employee Signature

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Date Completed

# ***Charter for the INL Laboratory Employee Safety Team***

## **Charter**

The primary purpose of the laboratory employee safety team (LEST) is to provide an avenue for employees to contribute to the safety program, promote continuous safety improvement, promote safety awareness and provide a concerted focus on pertinent safety issues from an employee perspective. The objective of the team is to assist management in developing and maintaining a world class safety program.

## **Function**

The LEST is empowered via this charter to:

- Solicit and encourage employee involvement in, and provide direction to, safety and health programs and awareness activities
- Develop and submit solutions/recommendations for laboratory level safety concerns/issues to senior management
- Utilize laboratory level safety and health trending data and establish actions as appropriate
- Establish safety and health goals and action plans annually
- Serve as the communication avenue between the Unit Employee Safety Teams (EST) and senior management.

## **LEST Composition**

- The LEST is co-chaired by the Laboratory Director or designee and an individual contributor.
- LEST membership is comprised of the 2 Co-Chairpersons, a Vice-Chairperson, the Unit EST chairpersons or designee, BBS/WASP representative, and a union representative. These members are the “voting members” of the team.
- Attendance to the LEST meetings is open to any employees.

## **Responsibilities**

Laboratory Director

- Executive Co-Chairperson and Champion of LEST
- Ensure follow-up of actions resulting from meetings
- In consultation with the Co-Chairperson and the VPP Program coordinator, prepare for and contribute to the LEST meeting.

### Employee Co-Chairperson

- In consultation with the VPP Program coordinator, prepare the monthly agenda and conduct the LEST meeting.
- Act as the liaison between Unit teams and LEST.
- Present the charter for review to the LEST membership annually.
- Serves for a term of 12 months.
- When tenure as the employee Co-Chairperson is complete, serve as an advisor to the new co-chairperson until a thorough transition is completed.

### Vice-Chairperson

- Acts for the Co-Chairperson in their absence.
- Acts as liaison between the Unit teams and the LEST.
- Serves for a term of 12 months after which assumes the responsibilities of the Co-Chairperson.

### Executive Administrator - Secretary

- Record, publish and distribute meeting minutes
- Maintain an attendance roster at the team meetings
- Assist in preparing the monthly meeting agenda.
  - Introductions, safety share and stretching
  - Approval of previous months minutes
  - Review and status action items from previous month
  - Status LEST goals and objectives (action plans)
  - (Quarterly) Injury/Illness Coordinator reviews laboratory statistical data
  - Status from Union Safety Representative
  - Status from behavior based committee chairperson
  - Status from VPP Program coordinator
  - Status of ad-hoc sub-committee actions
  - Special reports or overviews added to the agenda
  - Open roundtable—highlights/positive events/concerns/requests from the Units
  - Reminder of “action items” for the next month
  - Sr. Management safety message
- Actions/issues will be tracked and closed with documentation in the meeting minutes

### Team Members

- Attend at least 75% of the LEST meetings (Send a designee when unable to attend)
- Provide for “two-way” communication between the employees you represent and the LEST
- Participate on sub/ad-hoc committees, as assigned
- Attend safety educational/awareness sessions
- Have access to data on ICARE, as appropriate
- Complete actions assigned in a timely manner
- Participate in CBT training modules for employee safety team members: 00TRN792, 00TRN793, 00TRN794 and 00TRN795.

### VPP Program Coordinator

- Keep the LEST apprised of projects/activities/programs (VPP Path Forward) directed by the program office
- Provide appropriate learning/educational opportunities for members
- Mentor the Co-Chairpersons and Vice-Chairperson of the LEST to ensure the integrity and viability of the team.

## **LEST Administration**

### Team Quorum Requirements

- The LEST will meet at least monthly. An annual schedule will be published and issued by the VPP Program coordinator at the beginning of each fiscal year.
- A working quorum will consist of 75% of the membership. Quorum attendance will be so noted in the minutes. Process/program directions and issue resolutions are passed by a majority vote of the working quorum.
- Approved meeting minutes are posted on the VPP intranet home page.

## Administrative

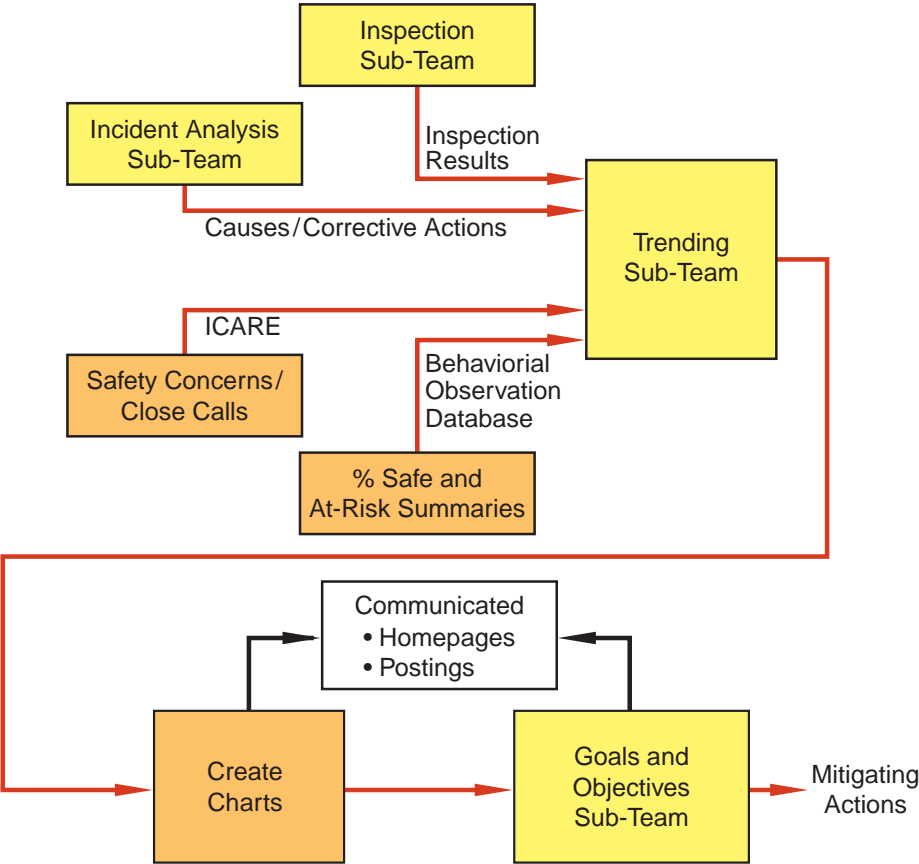
- The employee Co-Chairperson and Vice-Chairperson serve for a period of 12 months and should not serve as a Unit EST chair during their tenure as LEST Co-Chairperson or Vice-Chairperson. The employee Co-Chairperson is to be an individual contributor.
- The employee Vice-Chairperson is elected using the following process:
  - The LEST employee Co-Chairperson will initiate the process 2 months prior to the end of the Vice-Chairperson's tenure.
  - Units will submit their nominations to the employee Co-Chairperson at a LEST meeting. Nominees should have as a minimum been a participant in an EST or an EST subcommittee.
  - The Co-Chairperson and/or Program Office will contact the nominees management to ensure they can commit their employee's time and resources. They will also determine the nominee's desire to serve.
  - The nominees are then presented to the LEST membership and the LEST voting members cast one (1) vote.
  - If for some reason that elected person cannot serve, then a re-vote will be conducted until a selection is made.
- Various subcommittees and ad-hoc committees may be formed to address special issues that arise. These committees will report their products to the LEST.
- Annually review the charter. Any changes require a majority vote of the working quorum.
- Actions and other issues are followed up and documented in subsequent meeting minutes.
- LEST attendance is documented on a training roster and entered into the TRAIN system as a safety meeting.

## LEST Goals and Objectives

- The LEST shall have a standing goals and objectives sub-team. The employee Co-Chairperson and/or the Vice Chairperson plus the VPP Program coordinator will be standing members of this sub-team.
- Each year the sub-team develops the goals and objectives using safety and health trending data, information from the annual S&H Program evaluation plus any corporate safety initiatives. After review and approval of the goals by the LEST, the goals and objectives are communicated to the workforce through line management. These goals are communicated to the ESTs for consideration as the Unit level goals are developed. The goals and objectives will be published and distributed during the first quarter of the fiscal year.

The Goals sub-team will regularly status the goals and objectives at least quarterly at the LEST meeting.

***Employee Safety Team/Sub-team Interface Diagram***



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# ***Subteam Goals and Objectives***

## Goals and Objectives

- Policy – statement of purpose or function
  - Goals – statement that describes improvement in performance toward meeting the policy
  - Objectives – route to travel to obtain your goals (actions)
- Setting descriptive goals that can be measured through numerical objectives is an effective way to integrate goals and objectives.

## Types of Goals

- Numerical
- Descriptive
- Integrating

## When to Develop Goals and Objectives

- First quarter of each fiscal year
- Flow from the LEST to the unit ESTs to the individual Safety and Health Personal Goals and Action Plans

## Description of Goals and Objectives

- Begin with action verbs
- Be clear and understandable
- Make them measurable, with a timetable
- Assign responsibility to an individual

## Leading the Way

- Objectives should be easily explained by most of the workforce
- Measures used to track progress should be known to the workforce
- Members of the workforce should be active participants in the process

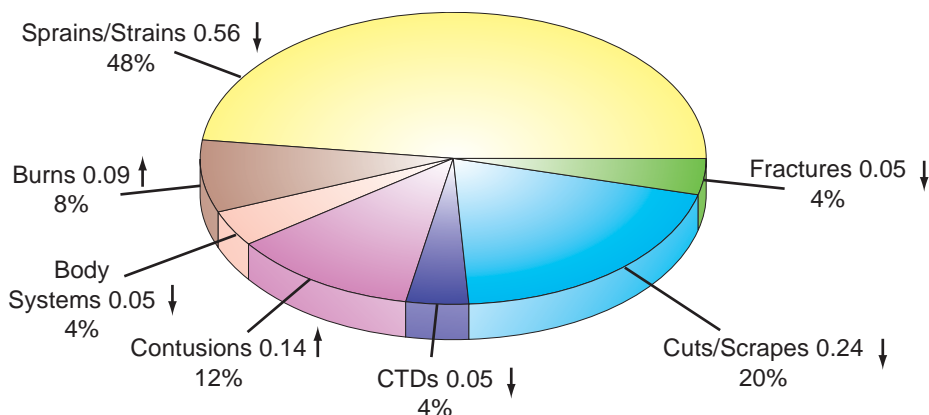


## Subteam Trending

Each EST uses safety and health data to establish meaningful trends at the VPP unit level. With this information, continuous improvement is initiated and safety and health goals and objectives (actions) are developed and implemented.

Safety and health data are collected from several sources: Monthly Laboratory Injury/Illness Summary Report, accident reporting (Form 231.01), inspection results (ICARE), employee reported concerns (ICARE), behavioral observation data, and human performance data.

So that there is consistency, each Unit will utilize the injury/illness monthly reports that are distributed by the ESH&Q organization. They will combine that information with Unit specific trending information and produce simply, easy to understand trending charts that will be regularly posted as general information to employees.



## ***Subteam Safety and Health Inspections***

### ***(LWP-13730, LWP-13740)***

- Frequency – monthly; entire worksite quarterly (continuous activities)
- Employees or EST members, or both, participate
- Schedule of Inspections
- Report deficiencies per LWP-13840, “Corrective Action System”

### **Things to Do When Conducting an Inspection**

- Follow facility requirements, PPE, etc.
- Use EDMS Form 440.24, “Safety Health Inspection Report”
- Use the checklists located on the VPP homepage
- Submit results to the applicable management team



## SAFETY & HEALTH INSPECTION CHECKLISTS FOR EMPLOYEES

**The following checklists are in Word format and can be downloaded by clicking on the arrow next to your selection.**

<p>▶ <b>Compressed Gas</b></p> <p>▶ <b>Confined Spaces</b></p> <p>▶ <b>Ergonomics and Back Protection</b></p> <p>▶ <b>Fall Protection</b></p> <p>▶ <b>First Aid Kits</b></p> <p>▶ <b>Hand and Portable Powered Tools</b></p> <p>▶ <b>Hearing Protection</b></p> <p>▶ <b>Housekeeping</b></p> <p>▶ <b>Lockout/Tagout</b></p> <p>▶ <b>Material Handling</b></p> <p>▶ <b>Office Safety</b></p> <p>▶ <b>Respiratory Protection</b></p> <p>▶ <b>Tripping Hazards</b></p> <p>▶ <b>Welding, Cutting, and Other Hot Work</b></p>	<p>▶ <b>Computer Work Stations</b></p> <p>▶ <b>Electrical</b></p> <p>▶ <b>Excavation</b></p> <p>▶ <b>Fire Extinguishers</b></p> <p>▶ <b>Flammable and Combustible Materials</b></p> <p>▶ <b>Hazard Communication</b></p> <p>▶ <b>Hoisting and Rigging</b></p> <p>▶ <b>Ladders</b></p> <p>▶ <b>Machine Guarding</b></p> <p>▶ <b>Motor Vehicles</b></p> <p>▶ <b>Personal Protective Equipment</b></p> <p>▶ <b>Safety Signs/Barriers</b></p> <p>▶ <b>Walking/Working Surfaces</b></p>
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**NOTICE TO USERS**

*Sample of Inspection Checklist list on the VPP homepage.*

**TRIPPING HAZARD CHECKLIST**

1	Are all places of employment, passageways, storerooms, and service rooms kept clean and orderly?	Yes ( ) No ( ) N/A ( ) Comments:
2	Is the floor of every workroom maintained in a clean and, so far as possible, a dry condition?	Yes ( ) No ( ) N/A ( ) Comments:
3	Where wet processes are used, is drainage maintained and are false floors, platforms, mats, or other dry standing places provided where practicable?	Yes ( ) No ( ) N/A ( ) Comments:
4	Is every floor, working place, and passageway kept free from protruding nails, splinters, holes, or loose boards?	Yes ( ) No ( ) N/A ( ) Comments:
5	Are aisles and passageways kept clear and in good repair with no obstruction across or in aisles that could create a hazard?	Yes ( ) No ( ) N/A ( ) Comments:
6	Are permanent aisles and passageways appropriately marked?	Yes ( ) No ( ) N/A ( ) Comments:
7	Are covers and/or guardrails provided to protect personnel from the hazards of open pits, tanks, vats, ditches, etc.?	Yes ( ) No ( ) N/A ( ) Comments:
8	Is every stairway floor or platform covered by a standard mat?	Yes ( ) No ( ) N/A ( ) Comments:
	Do employees pay attention to where they are going and what might be in their way?	Yes ( ) No ( ) N/A ( ) Comments:
29	Are power cords, cables, air hoses, etc. left in walkways?	Yes ( ) No ( ) N/A ( ) Comments:
30	Are employees carrying loads they cannot see over, especially on stairs?	Yes ( ) No ( ) N/A ( ) Comments:
31	Do employees jump off platforms, loading docks, or other high places?	Yes ( ) No ( ) N/A ( ) Comments:

COMPLETED BY: \_\_\_\_\_ DATE: \_\_\_\_\_

*Sample checklist for Tripping Hazard located on the VPP homepage.*

## ***Subteam Injury/Illness Analysis (investigations)***

- Where possible, a member should participate on the investigation team
- Check with the injured employee to make sure they are doing okay
- Are corrective actions going to prevent future occurrences?
- Share information at the EST so it can be disseminated to employees.

### **The Human Element of Conducting Injury/Illness Investigations**

It is a requirement of LWP-14001, Occupational Injury & Illness Reporting & Followup, that injuries and illnesses be investigated. The focus of injury/illness investigations should always be fact-finding, never fault-finding. The manager who leads the investigation should view any injury/illness investigation as an opportunity to learn and improve, so that the circumstance does not repeat itself.

The lead person for the investigation sets the stage or establishes the atmosphere for the analysis. He or she does this with voice and body language. Is the task something one has to do, or is it really an opportunity to learn? Below are some helpful hints when performing the investigation:

- Have a genuine concern about the health of the employee. Before you begin to ask questions regarding the incident itself, ensure the employee is doing okay and express concern regarding his or her safety and health.
- Starting with the first contact, by telephone or in person, the injured employee has the right to be treated with respect and courtesy.
- Keep the size of the analysis group small. The injured employee entering a room with many people will automatically become apprehensive and less willing to share his or her feelings regarding the circumstance. LWP-14001 specifies that those required to be involved in the analysis are the manager, the injured employee, and a safety professional. The VPP criteria states the employee safety team be allowed an opportunity to observe and assist in the investigation process. (A member of the employee safety team being present may help the injured employee feel at ease.) A represented employee has the right to invite a steward to their investigation.
- Don't get hung up on identifying a single cause. The fact is, you will most likely identify multiple contributory causes as you review the environmental aspects, the behavioral aspects, and the personal aspects of the incident. The environmental aspects include tools, equipment, engineering design, climate, etc. The behavioral aspects include the actions everyone did or did not perform relating to the incident. The personal aspects involve attitudes, perceptions, and personality characteristics.

- When developing corrective actions, request input from the injured employee. You can expect more participation in the reporting and analysis of an incident if you involve the injured employee, and other workers, in the development of corrective actions. The EST or manager, or both, should follow-up in a day or two with the injured employee to ensure he or she is okay with the actions.
- When disciplinary action is deemed appropriate, it should be handled outside the investigation meeting itself.

It is the responsibility of line management to ensure actions are implemented fairly and consistently. If for any reason employees view retaliation has occurred (actual or perceived, subtle or open), credibility of the investigation in the eyes of employees is questionable.

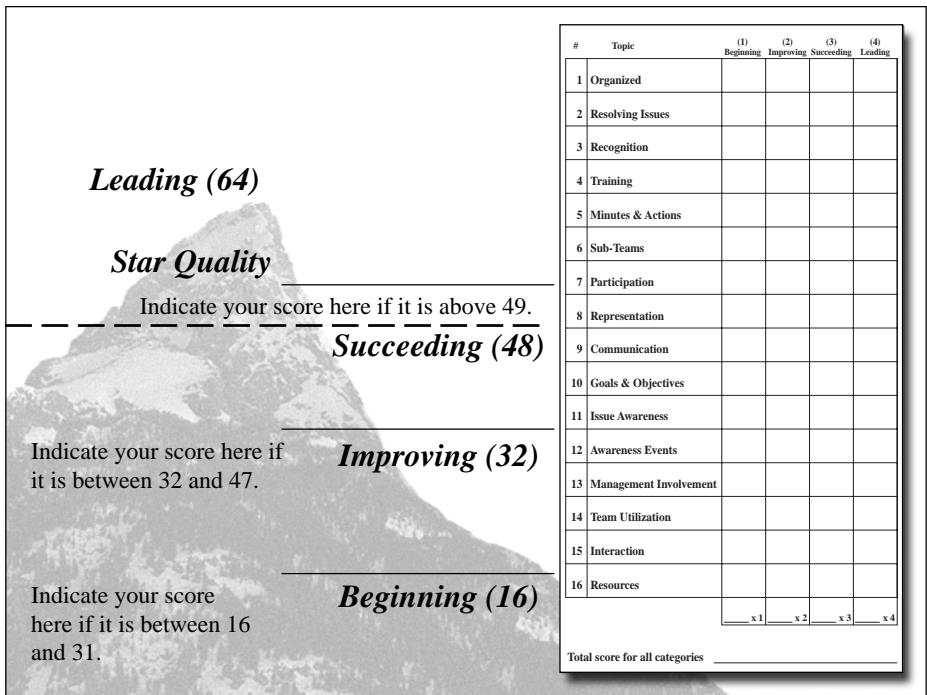
## EST Maturity Path

## **Maturity Path for Employee Safety Teams (located on the VPP homepage)**

The Maturity Path for Employee Safety Teams is a process for measuring the effectiveness of your employee safety team (safety committee). The scorecard identifies elements necessary for a team to be successful. It also describes the four progression steps (beginning, improving, succeeding, and leading) for each element. The scorecard allows the user to rate the elements and come up with an accumulative score. The scorecard also has a simple map for tracking progress. Teams are able to score themselves periodically to ensure they are moving forward, or they may use the card to help them identify areas that need additional attention.

## Progress Score Card for Employee Safety Team Maturity Path

To measure your overall progress, add the total score from each category and plot that score on the scale below. Your progress can be periodically updated and measured as your EST improves and incorporates your goals. Plot your progress each measurement period on the chart.



*Sample of a EST Maturity Path score card.*

## ***Training Opportunities for Team Members***

An EST has the following four subteams, but may use other subteams as deemed appropriate: Injury/Illness Analysis, Inspections, Trending, and Goals and Objectives. Each subteam member participates in the applicable CBT training course:

- 00TRN795 Employee Safety Team Inspections
- 00TRN794 Employee Safety Team Injury Analysis
- 00TRN793 Employee Safety Team Goals & Objectives
- 00TRN792 Employee Safety Team Trending Analysis.

## ***Documentation Index File***

### **5109.1 Management Leadership**

- 5109.1.1 Unit Safety Goals and Objectives/Action plans/Status
- 5109.1.2 DOE Voluntary Protection Program Annual Report and Statistics Calendar Year
- 5109.1.3 EST Funding/Budget Information
- 5109.1.4 Annual Safety and Health Program Evaluation Report and Unit Corrective Actions
- 5109.1.5 Management visibility/commitment

### **5109.2 Employee Involvement**

- 5109.2.1 EST and sub-team charters
- 5109.2.2 EST minutes & rosters & action follow-up
- 5109.2.3 EST Action Logs
- 5109.2.4 EST member CBT Training Records
- 5109.2.5 Maturity Path Report Cards
- 5109.2.6 Continuous Improvement Items
- 5109.2.7 Employee Communication tools
- 5109.2.8 Unit Awareness Events
- 5109.2.9 Employee Surveys
- 5109.2.10 Personal Action Plans (sample)

### **5109.3 Worksite Analysis**

- 5109.3.1 EST sub-team Inspection Schedules and Results
- 5109.3.2 EST sub-team Injury/Illness Investigation Follow-up Information
- 5109.3.3 EST sub-team Quarterly Trending Charts
- 5109.3.4 ICARE Employee Safety Concerns/Status (12 mths)

#### 5109.4 Hazard Prevention and Control

5109.4.1 Positive Reinforcement/Recognition (Mgr or EST)

5109.4.2 Emergency Preparedness Drill Report (Yearly)

#### 5109.5 Safety and Health Training

5109.5.1 Safety Meetings (Held at unit level)—Schedule/Topics

5109.5.2 Training Plans (sample)

### ***VPP Documentation Review List***

- Unit safety and health goals and objectives
- Documentation demonstrating goals and objectives communicated
- Three completed line management annual reviews—names blotted out.
- Three line management Safety and Health/Security Personal Safety Action plans
- Copy of the budget designated for the unit Employee Safety team/log book
- Corrective Action plans/status of the unit-specific comments from the Annual VPP Evaluation
- Current Employee Safety team charter and minutes from the past 12 months
- EST subteam mission statements and evidence that subteams are meeting
- Documentation that actions from the EST are tracked through resolution
- Documentation demonstrating that employees/employee safety team members are involved in the inspection process, injury/illness investigation process, trending process, and the annual safety goals and objectives setting process
- Documentation that safety and health data trending is accomplished and communicated regularly
- Documentation that inspections are performed monthly, with the whole site being covered quarterly
- List of safety concerns submitted by employees in the past six months
- Evidence of positive safety recognition provided to employees
- Documentation (examples) of safety training provided to management during the past 12 months. This is above that required for OSHA-specific requirements.
- Three training plans of employees (one from Crafts, one from Engineering, and one from Administrative staff)
- Documentation of Safety Meetings provided to employees during the past 12 months.

## ***Star of Stars Recognition Award***

### **VPP Recognition Award for Safe Performance**

#### **The Star-of-Stars Award**

The Star-of-Stars Award is a special recognition award from the Laboratory Employee Safety Team (LEST) to individual contributors. Throughout the fiscal year employees may nominate a fellow employee for this award. The nomination is submitted on a VPP Safety Performance Nomination form. Once the employee completes the form, it is sent to the submitters' respective Unit Employee Safety Team (EST) Chairperson. A list of EST chairpersons is located on the VPP homepage. Using the nominations, each unit Employee Safety Team will select one person who will be the INL Star-of-Stars from that unit for the year. The nominees and their guest will be invited to a ceremony where they will be recognized for their safety contribution.



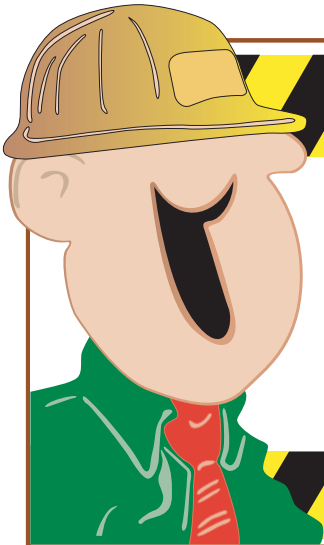
*Individual Recognition Certificate sample.*

## **EST Name Card**



***Tiffany Leavitt***  
***Employee Safety  
Team Member***

03-GA50009-02



***Bowen Huntsman***  
***Employee Safety  
Team Member***

03-GA50009-01

## This image shows a single page of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



# Idaho National Laboratory

*“Nuclear leadership is synonymous with Safety leadership”*

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## **Policy:**

*At the Idaho  
National Laboratory  
all work activities are  
carried out in a manner  
that will protect, preserve,  
and nurture our people,  
facilities, neighbors  
and the environment.*

## **Vision:**

*All injuries are viewed  
as preventable.*

## **Value:**

*I will actively care  
for my safety and  
the safety of others.*